



The EPA Senior Executive Service Candidate Development Program



SENIOR EXECUTIVE SERVICE

NOTICE

*This document is intended solely for informational purposes.
Program dates and content are subject to change.*

Table of Contents

The SES Candidate Development Program	
Reasons for this Program	1
What is the SES CDP?	1
Program Goals	1
Eligibility	2
Recruitment and Selection	2
Funding	2
Program Process and Activities	2
SES Candidate Development Program Elements	
Assessment and Development Planning	3
Coaching and Mentoring	3
Executive Development and Training	4
Orientation and Group Sessions	4
Learning Teams	4
Executive Leadership Rotations	5
Capstone and Graduation	5
Certification and Selection into SES Positions	5
Executive Core Qualifications	
What are the ECQ's?	6
ECQ's and Leadership Competencies	7
From EPA Career Executives	
Ray Spears	8
Kerrigan Clough	9
Pat Meaney	10
Mike Ryan	11
Patricia D. Hull	12
Laura Yoshii	13
Eligibility Requirements	14
Documents Needed from Applicants	14
SES Candidate Development Program Team	15
Documents Contributors	15

The Senior Executive Service Candidate Development Program

Reasons for this Program

The reestablishment of a **Senior Executive Service Candidate Development Program (SES CDP)** at EPA is based on the recognition that advancing the leadership and management capabilities of the Agency's leaders is of fundamental importance to accomplishing its mission. Our leaders must be visionary, innovative, and accountable — prepared to perform in an ever changing environment. In these times of accelerating change, the Agency needs leaders who can manage boldly and decisively.

More than half of EPA's current Senior Executives are eligible to retire by 2005. This could result in a loss of leadership continuity, institutional knowledge, and expertise. To address this, we need to prepare EPA's future executive leaders with the skills and expertise to take the Agency into the future and create powerful environmental results for the American people.

What is the SES CDP?

The SES Candidate Development Program is a formal training and developmental program for which candidates are selected competitively and which provides a series of developmental experiences for individuals who are determined to have high potential for assuming executive responsibilities. During the 15 to 18-month program, candidates will develop their abilities as leaders while creating strategies for meeting the complex challenges facing their organizations.

After completion of the program and certification by the Office of Personnel Management (OPM), graduates are eligible for noncompetitive selection into SES positions for which they meet the professional/technical qualifications. However, certified candidates are **not** guaranteed an SES appointment.



Program Goals

The main goal of EPA's SES CDP is to prepare and promote senior staff and managers to senior leadership positions. This program will provide EPA with a ready source of talented, qualified, and diverse candidates for future SES vacancies. It will orient the candidates to the organization and operations of EPA at executive levels, as well as broaden their understanding of the Agency's programs, missions, values, and management issues.

EPA has not offered an SES CDP for some time, and it is likely that hundreds of people will apply. The Agency anticipates selecting up to 50 candidates in this round, meaning that many who apply will not be selected. However, all who are interested in this opportunity should apply for the program even though the competition is expected to be quite intense. Those who apply and do not get selected will get specific feedback on their strengths and weaknesses. With the feedback, applicants can create a self-development plan that will help them be more competitive for SES vacancies and future candidate development programs. EPA intends to sponsor and administer an SES CDP in years ahead. However, the size and timing of future classes is not determined at this point.

Eligibility

During the period designated by the SES CDP announcement, applications will be accepted from individuals holding a Federal civil service appointment at the time of the posting; including appointment in the executive, judicial, and legislative branches. Applicants must have one year of managerial experience at the GS-14 or GS-15 level or equivalent experience.

Candidates in EPA will retain the grade, pay, and status of their current positions while completing their developmental assignments.

Candidates in other agencies may participate in the program while serving in their current agency. A non-EPA employee's participation in this program is contingent upon negotiation of acceptable terms with the employee's agency.

Candidates will be engaged full time in the SES CDP during mandatory program activities and must be available for additional activities required by their developmental plans. However, when not engaged in the SES CDP activities, candidates will continue to occupy their positions of record and perform in those positions.

Recruitment and Selection

After closing of the application period, initial screening of applicants to the SES Candidate development Program will be conducted by EPA's Office of Human Resources and Organizational Services (OHROS). All qualified applicants will be evaluated by the EPA Executive Resources Board (ERB) and other SES members. Determination of the best-qualified applicants will be made based on the evaluation results of an Assessment Center and the ERB. The ERB will make the final selection of the participants in the SES CDP classes.

Participation in the SES Candidate Development Program does not preclude selection for other SES or non-SES positions for which an employee may apply during the program. Selection to an SES position will remove participants from the SES CDP.

Funding

The main components of the SES CDP are centrally funded by EPA's Institute for Individual and Organizational Excellence (IIOE), part of OHROS. However, participants' salaries will continue to be paid by their office of record. Although most developmental activities and some of the travel expenses will be centrally funded, the candidates will be encouraged to have their office of record contribute some of the funding for their developmental activities.



Program Process and Activities

The following is a sequential list of the program activities for the candidates who successfully progress through the SES CDP.

- Application, Evaluation, and Selection
- Orientation Session
- Learning Teams Development
- Group Sessions
- Rotational Assignments
- Developmental Experiences
- Graduation
- Certification
- Selection to SES Position (not guaranteed)

SES Candidate Development Program Elements

Assessment and Development Planning

All candidates will participate in a series of developmental activities that explore the demands of executive leadership and the commitments and actions required of successful leaders at EPA.

During an initial group meeting, the candidates will undergo leadership assessments to determine their preferences and leadership abilities, focusing on the Executive Core Qualifications (ECQs). Candidates' development plans will be based on assessment results, EPA's projected SES vacancies, as well as the candidates' experience and accomplishments.

Each participant will develop an Executive Development Plan (EDP) to enhance his or her capacity to assume SES positions in the future. The candidates will have a mentor who will assist in developing and reviewing the EDP, which must be approved by the ERB. On a quarterly basis, candidates and their mentor will review their progress against the plan and will update it, as needed.

Every participant's EDP serves as an important guide and measurement tool throughout the program. If circumstances, experiences or insights warrant changes to planned activities, candidates are encouraged to discuss such changes with their mentor and the professional coach assigned to them. Candidates will also write a status report quarterly and at program conclusion for their mentor, coach, and EPA program managers.

Coaching and Mentoring

Through the assignment of an EPA SES mentor and a professional coach, the candidates will experience, be trained in, and practice strong and effective models of coaching and mentoring.

Each candidate will have a mentor from a major organization in EPA (Programs or Regions) who is a current member of the EPA SES Corps and is willing and able to provide continuing advice, guidance, and evaluation, particularly regarding the EDP and quarterly progress reports. The mentor's role is also to provide the ongoing insights, encouragement, honest feedback, and support needed by an individual going through an intensive developmental experience involving significant changes and stresses.

Professional coaches will be assigned to, and work with each learning team of 3-5 candidates and individually with each candidate during the program. The professional coach works one-on-one with individuals in a confidential relationship designed to help them improve their performance. The coaching generally focuses on personal issues that impede job effectiveness. Coaches will help candidates sort out information about their leadership effectiveness and focus on strengths or weaknesses for further development. They will encourage hard work and the necessary effort it takes to become a better leader.



Executive Development and Training

To enhance their professional development, each candidate will participate in at least 80 hours of formal executive training that includes participants from other agencies. There are many organizations which provide suitable opportunities, such as the Federal Executive Institute, the Center for Creative Leadership, as well as universities such as George Washington, Harvard, Michigan, Maryland, etc. A central fund is available to partially support each candidate's fulfillment of this requirement. Candidates' home offices may need to provide a portion of the funding, depending upon the cost of the training program selected.

In addition, each candidate will be invited to attend one meeting of an Agency Board, such as the Innovation Action Council or the Human Resources Council, to observe executive decision-making processes. A standing invitation will be extended to all candidates to attend the annual SES Forum Series, as well as other events designed primarily for SES members.

Orientation and Group Sessions

Participants will come together for two intensive weeks to begin their developmental program. At this orientation session, the EPA senior leadership will brief the candidates on their experiences in leading major EPA organizations. This program also will include state-of-the-art training in communications and in high performance organizations, as well as experiential leadership challenges. They also will go through their assessment and developmental planning and have an opportunity to network with the Agency leadership.

Midway through the program, a one-week session will be held to provide exposure to new concepts, skills, and perspectives. Other core learning will occur, and there will be opportunities to share experiences with other candidates. Learning teams will lead group sessions on topics they have chosen.



Learning Teams

The SES CDP class will be organized into teams of 3-5 candidates based on their interest in particular leadership issues and work experience. Each team will select one leadership issue, research it, and prepare and deliver a 90-minute learning session on that issue before all the candidates.

Learning teams will meet monthly, in person or via conference call, to discuss their progress in the program and advise each other about challenges they face. The teams will be supported by a member of the ERB, their mentor, and by a professional coach. These individuals will provide expert guidance and information to the learning teams.

A professional coach will provide individual guidance to team members and generally attend sessions with the entire class in order to coach individuals on the team.

Executive Leadership Rotations

Since experience can create the most effective learning opportunities, candidates will participate in one or more developmental rotational assignment(s) totaling at least 120 days. These assignments will be genuine leadership positions in EPA organizations, sometimes vacant SES positions. These assignments must broaden the participant's managerial experience and/or increase their knowledge of the overall functioning of the Agency.

Candidates who have only worked in one organization in a Region or Headquarters office will be strongly encouraged to do their rotation in a very different environment, either in a different geographic location or to a very different organization. For candidates who have worked in several different organizations before becoming candidates, a rotation to a vacant SES position in their organization or another organization would be appropriate.



Capstone and Graduation

At the end of the SES CDP, candidates will participate in a Capstone Week. This session will include a rigorous set of leadership case studies developed by SES members, such as mock congressional hearings, media appearances, budget or union negotiations, or sessions with unproductive employees. This program will also provide further opportunities to discuss what the candidates have learned and to share team challenges. Successful candidates will celebrate with a formal graduation ceremony and dinner with members of EPA's senior leadership.



Certification and Selection into SES Positions

Upon certification by OPM, the SES CDP graduates will be placed into a candidate pool and can be non-competitively appointed to vacant SES positions. Applicants should understand that ultimate placement in an SES position may require permanent relocation to a different geographic area.

Although *not* guaranteed, there is every expectation that every effort will be made for placement of the candidates into SES positions, within a reasonable period after graduation. To facilitate placements, an illustrated yearbook of candidates' resumes will be sent to each Agency executive upon program completion.



Executive Core Qualifications

What are the ECQs?

Future SES members face special challenges. They must be visionary and skilled leaders, as well as information managers. Executives will find management information systems and other technological resources invaluable as they tackle strategic planning within their organizations. In addition, executives will play key roles in the new Federal environment of employee/management partnerships in communicating with their customers and in producing optimum results with limited resources.

Senior Executive Service positions require a broad core of executive qualifications. These Executive Core Qualifications (ECQs) are necessary for effective performance in an SES position.

The ECQs have key characteristics and competencies that were developed by OPM based on extensive research of the attributes of successful executives in both the public and private sectors, as well as input from associations and human resources professionals. Key characteristics are behavioral activities. Competencies are attributes of an executive who successfully demonstrates the key characteristics. (See OPM's *Guide to Senior Executive Service Qualifications*, available at: <http://www.opm.gov/ses/ecq.html>)

Candidates to the SES CDP do not need to demonstrate competency in each ECQ. Rather, the candidate's overall record (professional and volunteer experience, education and training, accomplishments, awards, etc.) should indicate the potential for developing the knowledge, skills, and abilities needed to apply the ECQ in an executive capacity.

The ECQs do not include professional, technical, or program knowledge, skills, and abilities requirements which are covered in the qualification standards for particular SES positions.



ECQs and Leadership Competencies

The ECQs, the key characteristics, and the Leadership Competencies follow. The basic definition for an ECQ is supplemented with a list of competencies which are particularly important to it and key characteristic which reflect possession of the ECQ.

• ***Leading Change***

The ability to develop and implement an organizational vision which integrates key national and program goals, priorities, values, and other factors. Inherent to it is the ability to balance change and continuity — to continually strive to improve customer service and program performance within the basic Government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity, and persistence, even under adversity. Includes:

- ☐ Creativity and Innovation
- ☐ Continual Learning
- ☐ External Awareness
- ☐ Flexibility
- ☐ Resilience
- ☐ Service Motivation
- ☐ Strategic Thinking
- ☐ Vision

• ***Leading People***

The ability to design and implement strategies which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals. Includes:

- ☐ Conflict Management
- ☐ Cultural Awareness
- ☐ Integrity/Honesty
- ☐ Team Building

• ***Results Driven***

The ability to stress accountability and continuous improvement, to make timely and effective decisions, and to produce results through strategic planning and the implementation and evaluation of programs and policies. Includes:

- ☐ Accountability
- ☐ Customer Service
- ☐ Decisiveness
- ☐ Entrepreneurship
- ☐ Problem Solving
- ☐ Technical Credibility

• ***Business Acumen***

The ability to acquire and administer human, financial, material, and information resources in a manner which instills public trust and accomplishes the organization's mission and to use new technology to enhance decision making. Includes:

- ☐ Financial Management
- ☐ Human Resources Management
- ☐ Technology

• ***Building Coalitions/Communications***

The ability to explain, advocate, and express facts and ideas in a convincing manner, and to negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations and to identify the internal and external politics that impact the work of the organization. Includes:

- ☐ Influencing/Negotiating
- ☐ Interpersonal Skills
- ☐ Oral Communication
- ☐ Partnering
- ☐ Political Savvy
- ☐ Written Communication



From EPA Career Executives

The Senior Executive Service Candidate Development Program (SES CDP) is designed to provide outstanding men and women with a variety of developmental experiences which will broaden their perspectives and skills in leadership and management. Several EPA career executives are champions of the SES CDP. They believe that the program offers a unique opportunity to facilitate fulfilling EPA's mission at the highest levels. These career executives, who have varied backgrounds and have taken different career paths, willingly share their stories on the following pages.

From an EPA Career Executive



Ray Spears has a B.A. in Government and a J.D. from the University of Texas at Austin. Prior to coming to EPA, Ray served in a number of legal positions with the Department of Health and Human Services from 1974 through 1980. At EPA, Ray has served as the Associate General Counsel for Contracts, Claims and Property Law, and as the Associate General Counsel for Finance and Operations, both within the Office of General Counsel. Ray was appointed Deputy Chief of Staff in November 1998.

Ray has received numerous awards, including the rank of Meritorious Executive and EPA's Silver and Bronze Medals. He has taken on his role as a member of the Executive Resources Board with great zeal. He believes that we need an SES Candidate Development Program at EPA, and that the Executive Resources Board is responsible for program ownership.

Ray feels strongly that political considerations should have no part in the SES Candidate Development Program and that the Executive Resources Board should set an example of strong meritocracy for EPA. Ray also says that program and Regional offices can provide insight and serve as a primary source for identifying potential candidates, but they cannot be the only source. Although the Candidate Development Program must have high eligibility standards, there must be a general acceptance of the program by the workforce and a belief that the system is open to everyone. This requires clear criteria. It also means that organizations must allow the people they rely on most heavily to apply and allow them to fully participate, if selected. Doing so requires a greater devotion to EPA than to their organization.

From an EPA Career Executive

Kerrigan Clough, Assistant Regional Administrator (ARA) for Partnerships and Regulatory Assistance in Region 8 (Denver), believes it is most critical for EPA's future executives to continue to build the Agency's credibility and public trust in our decisions. Kerry's organization implements environmental regulations by working with state and tribal partners. Kerry is a graduate of the 1984 SES CDP and EPA's first Management Intern Program in 1971.

Kerry believes that it is critical for SES candidates to have a balanced combination of significant Headquarters and Regional experience. Kerry's tenure in Headquarters, field, and regional offices, his experience in program and administrative functions, and his degree work in sciences epitomizes the broad-based executive at EPA and enables him to assess issues and decisions from an Agency-wide perspective. For EPA to be a viable, relevant organization in the future, Kerry believes that our executives must thoroughly understand our mission from all places in the organization. He should know, having worked in Region 8 since 1984, also as the ARA for Policy Management, and as acting Deputy Regional Administrator. During his 30-year career with the Agency, Kerry has worked for the Breidenbach Environmental Research Center in Cincinnati, for the National Enforcement Investigations Center, and at Headquarters for 8 years as a Senior Special Assistant to the Administrator.

Kerry's most outstanding trait is his high level of creative energy. He anticipates opportunities for break-through improvement ideas, creates a project-management approach to win approval and acceptance, markets that approach with key stakeholders, and implements the ideas regionally and nationally. Kerry pioneered the Performance Partnership Grant effort through the first-ever block grant of environmental programs to a state, in 1994. Kerry has received the Meritorious Executive Presidential Rank Award twice — in 1989 and again in 1997. He also received the President's Award for Management Improvement in 1974.

Kerry believes that other characteristics also are vital to be a successful executive in the future. Executives must be able to hear what others say then clearly put forward their own view to provide reasonable solutions to environmental problems. They need to be self-assured and confident, which will enable them to change course if that need becomes apparent, and to press people into meeting deadlines when important to do so. EPA executives also need to be willing and eager to work with elected officials and the media, particularly on the extremely contentious issues this Agency faces. "We need people who are clear thinkers and who are quick on the uptake and can understand issues the first time through. Things move too quickly now, to do otherwise."



From an EPA Career Executive



“You’re walking the talk, setting the example in how you conduct yourself, showing what your values are, and what you expect of others. You’re imparting the potential and power of government to make a difference in the lives of others and teaching others how to make the bureaucracy work.”

Pat Meaney, Director of the Office of Site Remediation and Restoration in EPA Region 1, was a member of the SES CDP in 1989. “The SES Candidate Program made a huge difference in my life at EPA because of the leadership training, rotational assignments, and a class of colleagues from whom I’ve learned so much, who became personal friends.” Pat has called on these people over the years to learn and share information. Through the program, Pat held different responsibilities and saw EPA from more than one viewpoint.

Pat feels that, each time you do a different job, you learn more about how the organization operates. She found that her experiences in Region 1 (Boston), including Acting Deputy Regional Administrator and Acting Regional Administrator, have helped her enormously. People with a broader grasp of EPA’s role periodically ask the question, “What is happening in the country with the environmental community and the regulated community?” Being aware of what the whole organization is doing — through reading, participating on cross-media workgroups and committees, etc. — allows you to work with people in other Regions and at Headquarters. These experiences give the candidates with experience in just one or two programs the big picture view. Just as important is understanding the concerns of both the regulated community and local communities.

Making a difference in the lives of others is what Pat’s organization does. Her office includes the Superfund, Resource Conservation and Recovery Act (RCRA), Underground Storage Tanks and Federal Facilities programs, and is one of the few programs at EPA where staff are directly involved in cleanup work in communities. It is exciting, demanding, and very rewarding work for Pat. The range of opportunities to do good and make a difference is very broad. “Only in government do you have this opportunity.” Pat knows this because she has worked in the private and non-profit sectors; she values those experiences and opportunities and the perspectives she gained.

From an EPA Career Executive

Mike Ryan entered the SES in 1990 and has more than 15 years of experience in budget and finance within the Executive Branch. Prior to taking over as Deputy Chief Financial Officer (CFO) at the EPA, he held a number of senior management positions in analytical, planning, budgeting, and financial management organizations in the Defense and State Departments, both here and overseas. He holds a Ph.D. from the Department of Near Eastern Languages and Civilizations at Harvard University and conducted graduate level research in Egypt, under the Fulbright and other fellowships.

As the EPA's first permanent Deputy CFO, Mike is the Agency's primary link with the Office of Management and Budget, Congressional Appropriations and Committee staff, the General Accounting Office, and the Department of the Treasury. His office's work encompasses all aspects of budget formulation, execution, analysis, and reporting, as well as strategic and annual planning, financial data management, and management integrity and accountability functions.

Based on his own academic and professional experience, Mike is an advocate for training that provides future government executives with the broadest possible view of the issues likely to confront them on the job. He believes that prospective members of the SES should fully understand the history and mission of the Agency — how management values and priorities have developed over time; how the different organizations within the Agency relate to each other and promote the Agency's mission; what EPA's management strengths and weaknesses are; and how EPA interacts with other organizations, including Congress and intergovernmental bodies.

At the same time, all government agencies need leaders who are superior communicators and listeners; who can build coalitions in a diverse workforce, incorporating the best variety of viewpoints; and who know how to draw effectively on the technical expertise of their staffs to make informed decisions.

SES candidates can benefit from a rigorous program that imparts such knowledge and skills, and they should feel a real sense of accomplishment upon graduating from EPA's SES CDP.



From an EPA Career Executive

Patricia Hull has a B.A. in Business Education from the University of North Texas and an Environmental Management certificate from the University of Southern California. She is a 1999 recipient of the Meritorious Executive Presidential Rank Award.

Pat thinks that senior executives at EPA particularly need to be able to balance the technical, environmental, legal, social, and political realities and aspects of issues when making decisions. She finds this easy to do, given her broad experience across the Agency.

Currently, Pat is the Assistant Regional Administrator for Technical and Management Services, in Region 8 (Denver). She has also been the Director of the Air, Radiation, and Toxics Division and the Acting Deputy Regional Administrator. Pat also has worked in Region 6 and spent four years at Headquarters. Over 30 years, her assignments have included work in all of the major programs, including Hazardous Waste, Air, Superfund, and Water, and she has held senior positions in several administrative areas, such as Regional Comptroller. The combinations of broad-based experiences — Headquarters and Regional, program and administrative — give this executive an essential Agency-wide perspective on issues and decisions.

What differentiates Pat from other leaders is that she operates daily from the belief that individual leaders can and do make a huge difference in their organizations. She knows this from experience. When Region 8 was the lead Region for administration and resources management in 1997-1998, Pat used her leadership role and “make-it-happen” attitude to raise the awareness of the Agency’s most senior decision makers regarding how Regional support operating budgets are funded. Her personal energy, influence, and persuasion were instrumental in making fundamental changes in how EPA manages and budgets for important support programs, particularly in information technology and in ensuring a high-caliber Regional workforce.

The Agency needs strong leaders to apply for the SES CDP, and Pat believes that candidates must also be willing to do any senior executive job in the Agency, in any location, and not think that they will be able to build their career in one position. A champion of executive development in Region 8, Pat is a mentor and career advisor to many staff and managers around the Agency. She believes that developing the future leaders of the Agency is an essential role and responsibility of any career executive, and she takes the role quite seriously.



“Candidates must be willing to reach out to mentors and ask people for career assistance — this is not always easy to do for those who have been in management positions for some time. They also must be prepared to focus their energy on maximizing strengths, and work hard to first recognize and then address their weaknesses.”

From an EPA Career Executive

Laura Yoshii was selected for the SES CDP in 1988. She is currently the Acting Regional Administrator for EPA Region 9 (San Francisco). Prior to joining EPA, Laura worked in local government implementing various social service programs. She received her B.A. from the University of California, Berkeley in 1974, and her Masters in Public Administration from the California State University in Hayward in 1978. Since coming to the Agency in 1978, Laura has held several high level positions including serving as the Region's Deputy Administrator; as Director of the Waste Management Division with responsibility for RCRA, Hazardous Waste, Solid Waste, Pollution Prevention, and Underground Storage Tanks programs; and as Director of the Cross-Media Division governing Pesticides and Toxics, Tribal, Outer Pacific Islands, Federal Facilities, Community-based Planning, and Environmental Justice programs. Laura also served on an intergovernmental assignment as a manager with the California Department of Health Services, overseeing the Toxics Program Planning, Policy, and Evaluation Division and helping to organize and implement California's hazardous waste program.

"The SES CDP is truly an invaluable experience. You have access to a wealth of resources. The real world knowledge and expertise of the educators, the guidance of the mentors, the leadership training and the rotational assignment opportunities give you a breadth of experiences and knowledge critical to exercising leadership. And a great benefit of the Program is meeting and developing meaningful connections with very accomplished people who are committed to public service. The relations that were nurtured during the Program continue to be a tremendous support and a vital resource network. The perspective you gain from the Program enables you to see the interrelationships of your and other agencies' work."

Laura recognized the influence of what she gained through the SES CDP in the success of her efforts at EPA. As the former Deputy and current Acting Regional Administrator, Laura has developed strong

and positive relationships with local, state, and other Federal agencies, major environmental advocacy groups, environmental justice organizations, and tribal and other community groups. She has produced tangible improvements in the way the Agency interacts with various customers, enhancing the Agency's image and ability to work with the other parties as partners to accomplish common goals.

In Region 9, with Laura's leadership and personal commitment to making the Regional Office the best work environment possible, programs addressing Diversity and Equity, Environmental Justice, Labor-Management Relations, Awards and Recognition, and Career Development have flourished and resulted in raising morale and performance. "There is a direct connection between what people are able to accomplish and how people feel about working here. A large part of my role is creating the right environment and implementing the systems that not only attracts the best people, but also give them the ability to accomplish the Agency's mission."

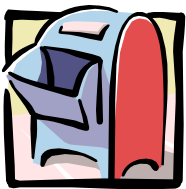


"One of the most exciting roles of a Senior Executive is having the advantage of seeing things from a broader perspective, seeing opportunities to make the connections that others may not or cannot see, and then bringing in the right people and resources to make things happen."

Eligibility Requirements

Applicants must:

- have one year of managerial experience at the GS-14 or GS-15 level or equivalent experience
- be committed to the environmental mission and becoming part of the Agency's future leadership
- be recognized as excellent managers and leaders within their organization
- demonstrate high achievement, service orientation, and high potential
- be eager for personal and professional growth
- be recommended by a member of the SES Corps
- be committed and willing to dedicate the time and effort to the SES CDP and its required activities



Documents Needed from Applicants

[Four copies of the application package must be submitted during the 30-day application period to the address to be posted with the official announcement of the EPA SES Candidate Development Program]

**ANNOUNCEMENT EXPECTED TO BE POSTED IN NOVEMBER 2001 IN OPM WEBSITE:
WWW.USAJOB.S. OPM.GOV**

- ☐ Application for Employment — Applicant must submit one of the following:
 - SF-171, Application for Federal Employment (must be the June 1988 or later edition); or
 - OF-612, Optional Application for Federal Employment; or
 - A resume, which must include information cited in OF-510, *Applying for a Federal Job* (available at <http://www.opm.gov/ses/ecq.html>)
- ☐ Executive Core Qualifications — Narrative statement describing your experience in each of the ECQs on plain paper (no more than one and a half page per ECQ, brevity strongly encouraged; no smaller than 12 pt, Times New Roman or Arial font)
- ☐ Most recent Performance Appraisal
- ☐ Most recent SF-50, Notification of Personnel Action
- ☐ List of references we may contact (3-5), including first and second-level supervisors
- ☐ Written recommendation from a current member of the Federal Senior Executive Service (*who is not a member of the EPA Executive Resources Board*) addressing the applicant's readiness for an executive position (no more than one page; no smaller than 12 pt, Times New Roman or Arial font)
- ☐ Personal written statement answering the following: ***How do you envision making a positive difference at EPA?*** (no more than one page; no smaller than 12 pt, Times New Roman or Arial font)

[IMPORTANT NOTE: Position Descriptions, Manuscripts, Award Certificates, Personal Endorsements, Pictures, etc. should not be included with application. Failure to follow instructions to submit an acceptable and complete application package may disqualify the applicant for further consideration.

Senior Executive Service Candidate Development Program Team

Brenda Despanza, *despanza.brenda@epa.gov*, SES CDP Program Manager, EPA Institute

Juan Tañón, *tanon.juan@epa.gov*, EPA Intern Program

Jim Baca, *baca.james@epa.gov*, on detail from the Office of Acquisition Management

Rey Rivera, *rivera.reiniero@epa.gov*, on detail from EPA Region 5

Tonia Biggs, *biggs.tonia@epa.gov*, on detail from EPA Region 6

Elizabeth Lonoff, *lonoff.elizabeth@epa.gov*, on detail from the Office of Transportation & Air Quality



Document Contributors

Rey Rivera, Editor & Publication Design

Ralph Armstrong, Rotations Concept

Jane Chadbourne, Publicity

Lee Salmon, Coaching Program

Eduardo Rodela, Selection Process

Steve Delaney, Photographs

Kerry Weiss, Champion and EPA Institute Director

Special thanks to:

Sharon Ridings, Employee Development Specialist, EPA Institute

Claire Milam, Employee Development Specialist, EPA Institute

Kristina Bakal, Environmental Protection Specialist, EPA Intern Program

Interviewed EPA Career Executives

EPA Institute staff



US-EPA
OFFICE OF ADMINISTRATION AND RESOURCES MANAGEMENT
OFFICE OF HUMAN RESOURCES AND ORGANIZATIONAL
SERVICES



SENIOR EXECUTIVE SERVICE

***Senior Executive Service
Candidate Development Program***

EPA Institute for Individual and Organizational Excellence

<http://intranet.epa.gov/institute>

Phone: 202-260-6678

Fax: 202-260-6786

Email: despanza.brenda@epa.gov